

MEMORANDUM FOR: MR. WISNER

SUBJECT : Study of the Organization of DD/P, and the Methods, Procedures and Practices Involved in the Functioning of the Organization

1. We have the benefit of the observations, conclusions or recommendations of various individuals and groups, within and without the Agency, bearing on the above subject. Specifically, both the Deolittle and Clark Committees were critical on the subject. My own observations and those of other Senior Agency personnel, now that we have had enough experience since the big merger of functions in 1952, bear out the conclusion that there are at least important imperfections which must and can be corrected.
2. It is my desire that we proceed with a search for constructive measures--without challenge to the conclusion that important changes can and must be made. We need to determine to what extent the form of organization may be at fault and to what extent there may be in effect faulty methods, procedures and practices involved in its functioning.
3. Please designate immediately, four or five responsible and representative senior officials within DD/P to serve as a "Committee on Organization and Organizational Practices of DD/P". I believe it would be desirable for [] also to serve as a member of the Committee and you are authorized to include him.
4. The Committee shall be under your direction and shall report to you and to me jointly not later than 3 October 1955. It shall submit specific recommendations as to improvements in organization or methods, procedures and practices involved in the functioning of the organization, or both. It is not necessarily expected that specific recommendations will be made concerning the manning of the proposed organization. However, economical utilization of manpower resources shall be given due weight in the recommendations for the solution of the assigned problem.
5. The members selected shall be required to conduct extensive and intensive study of the problem including consideration of the Deolittle and Clark Committee findings and other

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appropriate suggestions. During the period involved in the Study, the Committee members are requested to turn over to their deputies all possible routine matters so as to be free for concentration on this problem.

ALLEN W. DULLES
Director

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